



CTED |

Community, Trade and
Economic Development

Associate Development Organizations Annual Legislative Report

December 2008

Report to the Legislature

Juli Wilkerson, Director

ACKNOWLEDGEMENTS

Thank you to our ADO local economic development partners for their hard work towards increasing the economic development footprint in Washington state.

Adams County EDC	Mason County EDC
Bellingham Whatcom EDC	Pacific County EDC
Clallam County EDC	Port of Chelan County
Columbia River EDC (Clark)	Port of Douglas County
Cowlitz County EDC	Port of Walla Walla
ED Group of Kittitas County	San Juan County EDC
EDA of Skagit County	Skamania County EDC
enterpriseSeattle (King)	Snohomish County EDC
Grant County EDC	SouthEast WA EDA (Asotin, Garfield, Columbia)
Grays Harbor EDC	Tacoma-Pierce County EDB
Greater Spokane Incorporated	The Economic Alliance (Okanogan)
Island County EDC	Thurston County EDC
Kitsap County EDA	Tri-County EDD (Ferry, Pend Oreille, Stevens)
Klickitat County PEDAs	TRIDEC (Benton, Franklin)
Lewis County EDC	Washington State University (Jefferson)
Lincoln County EDC	Whitman County EDC
Lower Columbia EDC (Wahkiakum)	Yakima County Development Association

A special thank you to:

Washington Economic Development Association (WEDA)
Washington Public Ports Association (WPPA)

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EXECUTIVE SUMMARY

Overview

The Department of Community, Trade and Economic Development (CTED) maintains a contracted partnership with 34 Associate Development Organizations (ADOs) serving 39 counties through technical assistance and funding for local economic development activities.

The ADOs play a vital role in the success of the Team Washington strategy. Team Washington is a highly organized approach to develop Washington's businesses, domestically and internationally, with collaboration from the public, private and non-profit sectors. Working together, CTED and the ADOs help form a statewide system for economic development. This partnership is vital to economic growth and vitality in Washington state.

In the 2007 session, the Legislature passed 2SSB 5092, providing ADOs with additional funding to build upon their service capacity (RCW 43.330.080). As a result of the increased funding, ADOs have a stronger presence in their communities and have expanded their economic development activities.

This is the second annual report and focuses on the performance of the 34 ADOs during the 2008 fiscal year. The first annual report published in 2007 covered the first three months of the 2008 fiscal year. This report covers the entire 2008 fiscal year: July 1, 2007 to June 30, 2008.

Highlights

Contract Performance Results

After collecting performance measures for one year, valuable evidence shows that CTED and the ADO economic development system accomplished much statewide. For example:

- Jobs created and retained: 8,435
- Private dollars invested: \$700,944,412
- State and local tax dollars generated: \$17,129,155

Increased Funding in Action

The increased investment in local development partners made by the Legislature has helped ADOs enhance service delivery and, in many cases, maintain and/or retain existing services that may otherwise have been reduced or eliminated.

Kitsap County

The Kitsap Economic Development Alliance is the designated ADO for Kitsap County. Kitsap County is an urban county that received a \$270,174 ADO grant from CTED to support economic development activities during the 2007-2009 biennium.

“Investment in Kitsap Economic Development Alliance (KEDA) made a significant difference by expanding the organization’s capacity and results for business retention and expansion. We would have been out of position for the current economic downturn without the increased ADO funding. Key enhancements included:

- Expanding our research support to employers and increasing case specific economic studies for growth projections and impacts, utilizing tools such as ImPlan.
- Increasing staff capacity to assist businesses. By the end of 2008, Kitsap EDA will have called on nearly 100 Kitsap County employers who collectively employ more than 3,200 persons.
- Providing more business development and training seminars to Kitsap businesses.

- Developing a demand analysis to expand four-year degree offerings on the Kitsap Peninsula. The Higher Education Coordinating Board has recently completed a demand study of the entire Olympic Peninsula as a result of our initial work.

KEDA has also experienced enhanced credibility as a result of the contract with CTED for economic development services that were in alignment with the governor’s *Next Washington*.

Increased ADO funding allowed KEDA and its partners to provide technical assistance and secure CERB funding to retain Palmer Marine, a walkabout fiberglass boat builder, located at the Port of Bremerton. The infrastructure assistance and investment will allow the company to expand its facility from 20,000 to 50,000 sq. ft. and double employment to 60 employees in 2009.”

Bill Stewart,
Executive Director,
Kitsap Economic Development Alliance

Looking Ahead

CTED and the ADOs have set performance measures to track successes. This method of accountability for local economic development organizations is unique among the western United States and has been enthusiastically received by the state-wide economic development practitioners that encourage collaboration among the many diverse organizations participating in whole and part.

Following this full year of implementation, reporting and assessment, ADOs and CTED are working to refine the current reporting system for the 2009-2011 contracting period. The data collected over the past year illustrated the need for more consistent information. A committee has been working to refine the performance measure system to focus on 38 performance measures instead of 97, which will help make the system more streamlined, efficient, user-friendly and effective. Highlights throughout this report demonstrate the success ADOs are experiencing with additional funding and directed service delivery.

INTRODUCTION

Background

ADOs first emerged as part of Governor Booth Gardner's Team Washington strategy in 1985. The Team Washington goal was to enhance economic development service delivery and results statewide by forming public-private, state-local partnerships.

The broad role of ADOs is that of advocacy and leadership, serving as the point of contact for local economic development activities, recruiting/hosting new businesses, and coordinating business retention and expansion activities within their service areas. ADOs are an integral part of the state's economic development system. They coordinate local economic development projects and direct them to CTED who can provide regional and statewide support for the projects.

ADOs serve as the principal contact for CTED regarding economic activity in their area, and provide CTED data about community profiles, industrial sites, plans for business development and retention, reports on business activities, and proposals for other economic activities. CTED provides technical assistance to ADOs through business recruitment and expansion support. CTED holds quarterly meetings with ADOs to discuss issues, share Legislative agendas and provide the opportunity for ADOs to interact and share ideas.

New Requirements

ADOs are regulated under RCW 43.330.080, which was amended by 2SSB 5092 during the 2007 Legislative Session. This amendment, effective July 1, 2007, resulted in changes in the grant contracting process, contract scope of work negotiations, funding allocation, and reporting process. The new requirements make for a stronger network of economic development partners working together towards a stronger statewide economy.

The Legislature specified the following scope of services be delivered by ADOs:

- Develop a countywide economic development plan.
- Collect and maintain an inventory of sites available for development and assist with site selection and development.
- Market the county and state as an excellent place to locate a business.
- Provide permitting and licensing assistance to businesses considering locating in the county.
- Assist small business development centers and other assistance providers.
- Provide business retention and expansion services.
- Collect and maintain data for use in program and system evaluation.
- Participate in region-wide economic development planning and research.

CTED is required to annually review the performance of each ADO. Each ADO must meet more than one-half of their agreed upon specific performance measure targets. Those that fail to meet the agreed performance targets must develop a remediation plan to address performance gaps. CTED tracks performance measures according to the individual goals set by the ADO as documented in their contract. A list of performance measures and results can be found on page 11.

CTED/ADO PARTNERSHIP

ADO Designation

CTED contracts with ADOs at the start of the biennium. Each county in the state designates an organization as their ADO to partner with CTED and serve as the primary coordinator of local economic development activities in their county. CTED contracts with 34 ADOs representing 39 counties. Three ADOs serve multiple counties: SouthEast Washington Economic Development Association (Asotin, Garfield and Columbia), Tri-County Economic Development District (Ferry, Pend Oreille and Stevens), and TRIDEC (Benton and Franklin).

Contract Negotiation for 2009-2011 Biennium

In March 2009, CTED staff will contact the 39 Board of Commissioners/County Executives to determine the ADO that will be designated for each county for the following biennium. Once designations are made, contract negotiations will begin. Designated ADOs will complete their contract scope of work by setting performance measure goals for the 2009-2011 biennium and returning those goals to CTED. These goals are what CTED uses to measure the performance of ADOs. More than one-half of their agreed upon specific performance measure goals must be met. Those that fail to meet the agreed upon performance goals must develop a remediation plan to address performance gaps. After performance measure goals are set, contracts will be drafted for each ADO and will be ready to be executed July 1, 2009, at the start of the 2009-2011 biennium.

Funding Allocation

The allocation formula recognizes the diversity of economies in the state and includes language that allows for adjustment to the per capita base amount to accommodate the actual appropriation.

The formula CTED used to distribute the pass-through funding to ADOs for the 2007-2009 biennium was based on the mandated guidelines:

- A base allocation for rural counties of \$40,000 each year.
- A capped amount for urban counties of \$300,000 each year.
- A required match of the state's per capita contribution with local funds, dollar for dollar. This involves a single rate of up to \$.090 per capita for both rural and urban counties.

The 2007-2009 biennium pass-through budget was \$7.8 million. CTED reduced the per capita rate to \$0.555 based on the appropriation, and formulas were based on the

population density of each county. The language states “up to” which allowed room to adjust the formula to ensure pass-through amounts fit within appropriation limits. ADOs in both rural and urban counties are required to match the per capita allocation with local funds.

Funding Allocation for 2009-2011 Biennium

ADO funding for the 2009-2011 biennium is in the carry forward operating budget and the above guidelines will be used to distribute the pass-through funding.

It is important to note that Island County’s designation was changed to rural during the 2008 Legislative Session. Since this designation occurred after ADOs were already under contract with CTED, a direct allocation of \$80,000 for the 2007-2009 biennium was made. This additional rural designation will result in all ADOs receiving slightly smaller allocations in their 2009-2011 contracts with CTED.

Funding in Action

Chelan County

The Port of Chelan County is the designated ADO for Chelan County. Chelan County is a rural county that received a \$157,812 grant from CTED to support economic development activities during the 2007-2009 biennium.

“ADO funding has allowed the Port of Chelan County to significantly accelerate activities associated with a clean-tech micro-cluster strategy that has leveraged investments totaling \$1 million and has yielded regional, state, and national media coverage valued at over \$100,000.

The Port formed the Advanced Vehicle Innovations (AVI) advisory consortium and launched PluginCenter – the focal point of a four-year marketing effort to brand and promote the area as an innovative leader in the development of all-electric, and plug-in hybrid electric vehicles (PHEVs).

Port staff have been actively engaged in delivering demonstrations, exhibits, and presentations to service clubs, industry associations, and national conferences about the Port’s PluginCenter and the desire to provide a location for businesses and institutions engaged in pursuing PHEV related R&D, vehicle conversions, component manufacturing, training, and/or related services. Outreach activities have generated 5 first-time recruitment visits. The Port anticipates successful recruitment of a company by Spring of 2009.

Thanks to the support of ADO funding the Port has progressed in expanding efforts to attract clean-tech jobs and recruitment prospects.”

**Ron Johnston-Rodriguez,
Director of Economic Development,
Port of Chelan County**

Snohomish County

The Snohomish County Economic Development Council (EDC) is the designated ADO for Snohomish County. Snohomish County is an urban county that received a \$600,000 ADO grant from CTED to support economic development activities during the 2007-2009 biennium.

“ADO funding has allowed us to enhance the quality of our program. Our participation with CTED in a professionally done trade show at BIO 08, a life sciences conference in San Diego, came with a commensurate, professional-level price tag. Without ADO funds, our participation would not have happened. We have also added staff resources with a focus on communicating the value of economic development to our stakeholders. This will generate an increase in local investor dollars.

The Snohomish County EDC has stayed close to its work plan of retention and recruitment in the aerospace and life science clusters. We are fortunate to have a group of true professionals in the community that enhances the effectiveness of our ADO program. Korry Electronics, an aerospace supplier, is a great example. Paine Field worked closely with us to help Korry identify the proper site and responded well to Korry’s need to promptly execute a lease that met a very aggressive project schedule. The county assembled the necessary staff to expedite the required permits.

After execution of the lease, all necessary permits for construction of the 220,000 square foot building were issued in three months.

With the guidance of CTED, the county was able to secure a \$1,700,000 loan and \$300,000 grant from the state Community Economic Revitalization Board (CERB). The funding will provide public infrastructure (water line, sewer line and road improvements) on the Snohomish County Airport land that was needed to allow for the Korry Electronics facility construction.

Our partnership with the Workforce Development Council (WDC) was also beneficial to Korry. The EDC and WDC are founding partners of the Aerospace Convergence Zone, our Innovation Partnership Zone for aerospace. The existence of the IPZ was of strategic importance to Korry for their employee retention program; as opposed to being located in an urban setting, their new location brought them to the aerospace capital of North America. The WDC will also be working with Korry to recruit and fill positions open due to growth and/or turnover.”

**Deborah Knutson, President,
Snohomish County Economic Development
Council**

PERFORMANCE MEASURE DATA RESULTS

Overview

Beginning July 1, 2007, CTED implemented a new performance based contracting process for ADOs to report how they support local economic development and promote statewide economic vitality. CTED formed a committee that included CTED staff and both urban and rural ADOs to develop appropriate input, output and outcome performance measures that would address the local economic development needs of every ADO and that would monitor the effectiveness of the ADO network. The committee made sure there was an appropriate performance measure for each required activity and specific outcome mentioned in the new law. The committee identified 97 measures, deciding that it would be beneficial to capture a large number of measures in order to have sufficient data to determine the best measures for local needs and how to best create a statewide overview.

2008 Performance Measures and Data

CTED requires that ADOs collect and report specific input, output and outcome data and develops aggregate reports by county, region and statewide. When assessing an ADOs performance measures, CTED does not compare the goals that an ADO sets with the goals of other ADOs, the only comparison made is to the agreed upon goals that are in the contracted scope of work. Many ADOs perform activities that are similar but track and count these activities differently, and not all of them perform the same activities. The outcomes are considered the state's return on investment.

After collecting these measures and data for one year, valuable evidence shows that CTED and the ADO economic development system had many accomplishments statewide. The following information demonstrates the value of the state's investment and the strong outcomes produced:

Business Recruitment, Business Retention and Expansion, Business Start-ups

Outcomes:

Jobs Created & Retained

8,435 – reported by 34 ADOs

Businesses Sited/Retained/Expanded – 326

74 businesses sited – reported by 20 ADOs

105 businesses retained – reported by 25 ADOs

147 businesses expanded – reported by 33 ADOs

Private Dollars Invested – \$700,944,412

\$403,664,258 invested – business recruitment – reported by 17 ADOs

\$272,857,631 invested – business retention/expansion – reported by 27 ADOs

\$24,422,523 invested – business start-ups – reported by 16 ADOs

Public Dollars Invested – \$14,699,111

\$10,952,046 invested – business recruitment – reported by 8 ADOs

\$2,605,665 invested – business retention/expansion – reported by 12 ADOs

\$1,141,400 invested – business start-ups – reported by 5 ADOs

State Taxes Generated – \$11,946,137

\$6,889,880 state taxes – business recruitment – reported by 10 ADOs

\$1,670,054 state taxes – business retention/expansion – reported by 13 ADOs

\$3,386,203 state taxes – business start-ups – reported by 8 ADOs

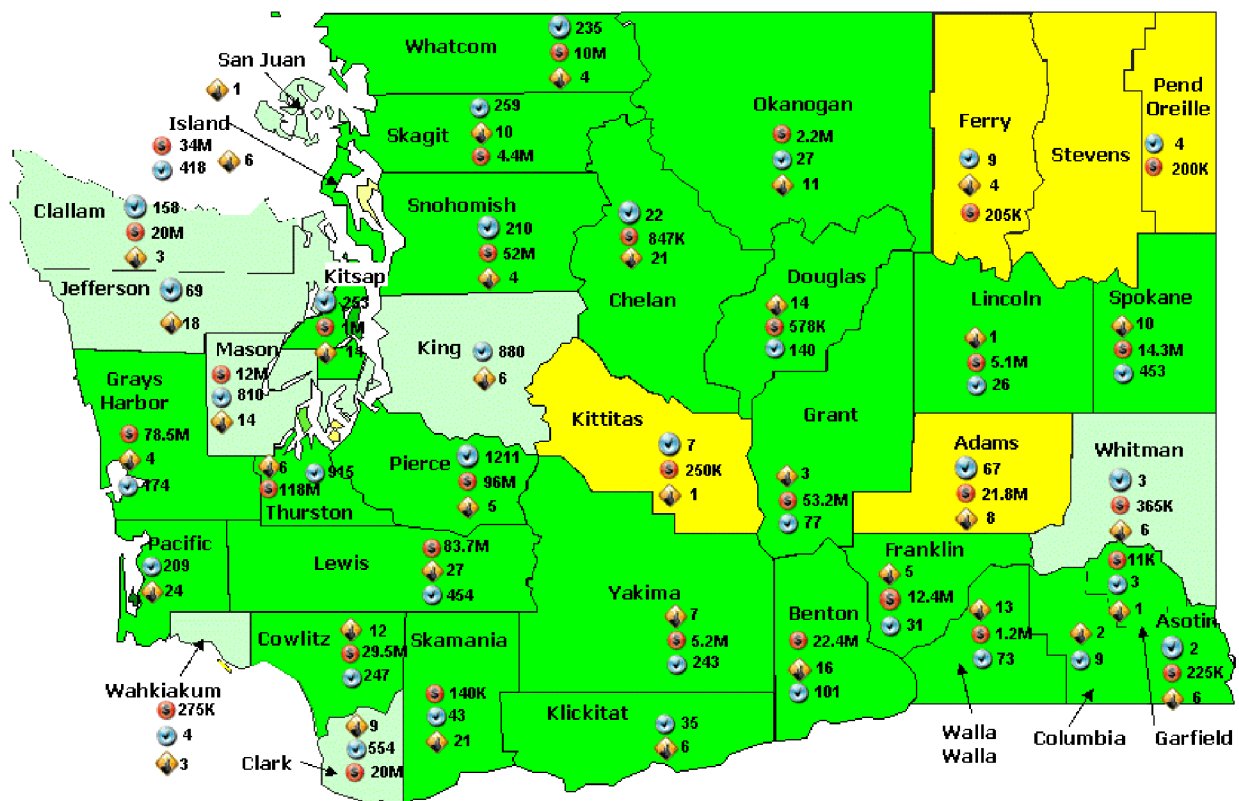
Local Taxes Generated – \$5,183,018

\$3,637,925 local taxes – business recruitment – reported by 11 ADOs

\$1,078,249 local taxes – business retention/expansion – reported by 11 ADOs

\$466,844 local taxes – business start-ups – reported by 8 ADOs

FY2008 Statewide Economic Development Results

**Local Associate Development Organization (ADO) Performance**

- Significantly exceeded annual contract goals 90 – 100%+
- Exceeded annual contract goals 80 – 89%
- Met annual contract goals 50 – 79%
- Did not meet annual contract goals – less than 50%

State Economic Development Programs Results

- S Private investment leveraged
- J Jobs created
- ♦ Companies Recruited, Retained or Expanded

Business Recruitment

Inputs:

Number of marketing materials developed or maintained
655 – reported by 26 ADOs

Number of business contacts initiated
177,287 – reported by 25 ADOs¹

Number of site selector contacts made
4,104 – reported by 20 ADOs

Number of trade shows attended
92 – reported by 17 ADOs

Number of businesses requesting recruitment assistance
90 – reported by 25 ADOs

Number of applications for recruitment assistance received
133 – reported by 5 ADOs

¹ Multiple ADOs counted the total number of mailings that went out to x number of people instead of only counting the one mailing that went to many people.

Outputs:

Number of media hits
547,533 – reported by 18 ADOs

Advertising value of media hits
\$622,130.40 – reported by 16 ADOs

Number of leads/prospects generated
637 – reported by 22 ADOs

Number of in-bound visits hosted (first time)
161 – reported by 23 ADOs

Number of out-of-state visits to leads or prospects
120 – reported by 18 ADOs

Number of companies receiving services or referrals (i.e., assistance for site selection, permitting, tax incentives, financing, workforce, research)
961 – reported by 29 ADOs

Number of client proposals developed (highlighting labor, business costs, commercial real estate, education, quality of life and other community assets)
659 – reported by 24 ADOs

Number of referrals made
211 – reported by 11 ADOs

Business Retention and Expansion (BRE)

Inputs:

Number of outreach interactions initiated with existing businesses (e.g., phone calls or site visits)
7,572 – reported by 30 ADOs

Number of (BRE) surveys
379 – reported by 9 ADOs

Number of businesses requesting (BRE) assistance
665 – reported by 25 ADOs

Number of applications for (BRE) assistance received
46 – reported by 6 ADOs

Outputs:

Number of retention/expansion cases identified
438 – reported by 23 ADOs

Number of companies receiving (BRE) services or referrals (e.g., assistance for site selection, permitting, tax incentives, financing, workforce, research)
771 – reported by 30 ADOs

Number of client proposals developed (highlighting labor, business costs, commercial real estate, education, quality of life and other community assets)
129 – reported by 16 ADOs

Number of (BRE) referrals made
645 – reported by 17 ADOs

Number of (BRE) financing packages prepared
36 – reported by 6 ADOs

Number of (BRE) loans closed
28 – reported by 10 ADOs

Business Start-ups

Inputs:

Number of start-up business workshops
163 – reported by 10 ADOs

Number of start-up business contacts/surveys
271 – reported by 12 ADOs

Number of start-up cases referred by other service providers
101 – reported by 15 ADOs

Number of start-up businesses requesting assistance
678 – reported by 30 ADOs

Number of applications for business start-up assistance received
47 – reported by 5 ADOs

Outputs:

Number of referrals to other providers of business start-up assistance made (e.g., SBDCs, lenders)

628 – reported by 29 ADOs

Number of client business start-up packages prepared (e.g., business plans, financing proposals)

128 – reported by 14 ADOs

Number of business start-up financing packages prepared

19 – reported by 9 ADOs

Number of loans closed

18 – reported by 8 ADOs

Number of start-up cases completed

41 – reported by 6 ADOs

Number of minority or women-owned businesses assisted

52 – reported by 7 ADOs

Readiness and Capacity/Asset Building

Inputs:

Number of engagements (meetings, events, etc.) with other organizations and local governments to increase community assets/capacity

1,672 – reported by 34 ADOs

Number of local organizations requesting capacity assistance

289 – reported by 19 ADOs

Number of applications for capacity assistance received

37 – reported by 6 ADOs

Outputs:

Number of job skills trainings or job fairs hosted

28 – reported by 9 ADOs

Number of community forums hosted (e.g., transportation, housing, cluster/targeted industry strategies, community services)

232 – reported by 28 ADOs

Number of agreements negotiated with local/regional partners

159 – reported by 20 ADOs

Number of commercial or industrial sites identified

195 – reported by 16 ADOs

Number of commercial or industrial sites developed

11 – reported by 6 ADOs

New Performance Measures for 2009-2011 Biennium

CTED staff convened a committee of rural and urban ADOs to update the measures for the 2009-2011 biennium. The data collected over the past year illustrated the need for more consistent information. The committee refined the performance measure system to focus on 38 performance measures instead of 97, which will help make the system more streamlined, efficient, user-friendly and effective. This will lead to a better and more consistent picture of statewide economic development activity. The committee operated under the following instructions:

- Determine the best outcome data that each ADO should be reporting.
- Determine the most important performance measures to allow sufficient flexibility to meet local economic development needs.

The committee presented the new measures that CTED will collect beginning July 1, 2009, to all ADOs at their October 2008 meeting. The committee displayed 38 input, output and outcome performance measures that will be required for all ADOs, and that the measures have been narrowed to the core measures. See Attachment 1 for the new 2009-2011 measures.

ATTACHMENT 1

Required ADO Performance Measures for 2009-2011 Biennium

1. RECRUITMENT ACTIVITIES

Input Required: Market the state and local areas to attract businesses from out-of-state or other countries

- RI 1. Marketing Outline with work items and timelines on file with CTED?
Yes ____ No ____ . (Quarterly reports will involve self-certification that timeline is being met.)
- RI 2. Number of business contacts initiated. (These are unique or first-time contacts during the contract year. Follow-up or repeat contacts throughout the year should not be included in the count. Web site hits should not be included in the count.)

Output Required: Provide services to businesses and site selectors

- RO 1. Number of new clients. (This is a count of new clients and does not consider the on-going client count. A client is a contact to which you have provided information and they have expressed an interest in the state of Washington as a potential location for their operation.)

Outcomes Required: Results of local economic development recruitment activities

- ROU 1. Number of businesses sited
- ROU 2. Number of jobs created (recruitment)
- ROU 3. Average **annual** wage created jobs (in dollars) (recruitment)
- ROU 4. Number of new jobs with wages above county annual average wages (recruitment)
- ROU 5. Amount of new private dollars invested (recruitment)
- ROU 6. Amount of new public dollars invested (recruitment)
- ROU 7. Amount of new state tax dollars generated (recruitment)

2. BUSINESS RETENTION AND EXPANSION ACTIVITIES

Input Required: Conduct outreach efforts to identify businesses in need of assistance

- BI 1. Number of outreach interactions initiated with existing businesses. (These are unique contacts which gather data, identify issues and express thanks to local businesses. Outreach is documented by completion of a Visitation Form.)

Output Required: Provide retention and expansion services to address challenges and opportunities faced by businesses

- BO 1. Number of local business cases identified. (This count is the number of local business projects requiring additional work or follow-up on the part of the ADO.)
- BO 2. Number of local business referrals to other partner organizations. (This number reflects those local business clients with service needs beyond the scope of the ADO that were referred or shared with the other service providing organizations such as the Small Business Development Centers, Washington Manufacturing Services, WorkSource, etc.)

Outcomes Required: Results of local economic development retention/expansion activities

- BOU 1. Number of businesses retained
- BOU 2. Number of businesses expanded
- BOU 3. Number of jobs created from local expansion activities
- BOU 4. Number of jobs retained
- BOU 5. Number of jobs (BRE) with wages above county annual average wage rates
- BOU 6. Amount of BRE private dollars invested
- BOU 7. Amount of BRE public dollars invested
- BOU 8. Amount of BRE state tax dollars generated or retained
- BOU 9. Number of BRE companies closed
- BOU 10. Number of BRE jobs lost

3. BUSINESS START-UP ASSISTANCE

Input Required: Participate in system-wide discussions regarding gaps in start-up business assistance

- SI 1. Number of start-up businesses requesting assistance. (This count includes any start-up company asking for assistance, resources or data regarding business factors in the ADO's area.)

Output Required: Participate in system-wide discussions regarding gaps in start-up business assistance

- SO 1. Number of referrals to other providers of Business Start-Up Assistance. (This number reflects those start-up business clients with service needs beyond the scope of the ADO that were referred or shared with the other service providing organizations such as the Small Business Development Centers, Washington Manufacturing Services, WorkSource, etc.)

Outcomes Required: Results of system-wide discussions regarding gaps in start-up business assistance

SOU 1. Number of new businesses started

SOU 2. Number of jobs created (start-up)

SOU 3. Number of (start-up) jobs with wages above county annual average wage rates

SOU 4. Amount of private dollars invested (start-up)

SOU 5. Amount of public dollars invested (start-up)

SOU 6. Amount of state tax dollars generated (start-up)

4. READINESS AND CAPACITY/ASSET BUILDING

Input Required: Conduct community asset building outreach activities

CI 1. Number of engagements with other organizations and local governments to increase community assets/capacity. (This counts meetings, events and contacts with other groups and individuals where the purpose is to increase the communities' ability to grow and prosper economically.)

Output Required: Provide community asset building services

CO 1. Number of community forums hosted on topics such as transportation, housing, cluster/targeted industry strategies, community services, etc. (The number of events, seminars, and other structured activities involving the community focus on topics other than workforce issues for which the ADO is the sponsor or co-sponsor.)

Outcomes Required: Result of community asset building activities and services

COU 1. Dollar value of infrastructure and other investments completed.

5. SUPPORT FOR REGIONAL RESEARCH AND PLANNING

5 a. Participate in regional planning efforts involving combined strategies around workforce development and economic development.
Output: Evidence of participation with the State Board for Community and Technical Colleges in providing for coordination of Job Skills training in the region.

5 b. Participate in development of a countywide economic development plan consistent with state plan.
Output: Economic development plan that is current and consistent with the state Economic Development Commission plan.

5 c.,d. Work with partners to facilitate the alignment of planning efforts and seamless delivery of business support services in the county.
Input: Assessment of required activities and identification of activities provided by the ADO's partners.
Output: Evidence of coordination with providers of direct services not delivered by ADOs such as licensing, permit assistance, workforce or jobs skills training, small business planning, etc.